

## MEMORANDUM OF UNDERSTANDING

Agape Child & Family Services, Family Safety Center of Memphis and Shelby County, Memphis Shelby County Crime Commission, Shelby County Division of Community Services, The Exchange Club Family Center, Memphis Area Women's Council, Community Alliance for the Homeless, Shelby County Office of Early Childhood and Youth, Safeways, Shelby County District Attorney's Office, and Memphis Police Department hereby enter into this Memorandum of Understanding (MOU) for the purposes of furthering their relationships and to jointly plan, develop, implement and deliver activities under the Office of Violence Against Women (OVW) FY 2017 Transitional Housing Assistance Program Grant. The time period for this MOU is October 1, 2017 through September 30, 2020.

### I. DESCRIPTION OF PARTNER AGENCIES

Agape Child & Family Services is a Council on Accreditation (COA) nationally accredited faith-based agency established in 1970, and serves youth and families in under-resourced communities and homes in Memphis, Tennessee. Agape began as West Tennessee Agape over 40 years ago and has grown to provide its eight-year place-based strategy, Powerlines Community Network (PCN), which fully implements the Two Generation paradigm, as strategically planned by Agape in 2015. PCN is a place-based, collective impact community transformation initiative, modeled, in part, after the nationally acclaimed Harlem Children's Zone. PCN is focused on serving at-risk neighborhoods by connecting residents with resources that will help create a more nurturing environment for children and families.

Family Safety Center of Memphis is a safe harbor in Memphis for families caught in the trauma of domestic violence and family crisis. Their mission is to provide one location that effectively combines civil, criminal, health and social services for victims of family violence. Combining these resources in one location intends to reduce the stress and chaos these families face when trying to seek help during such an overwhelming time.

Memphis Shelby County Crime Commission spearheading Operation: Safe Community is an independent, non-profit 501(c)(3) organization that was established in April 1997 by the Plough Foundation and Guardsmark, Inc. The organization acts as a catalyst to bring agencies together to focus on innovative crime prevention methods. The crime-reduction initiative now has 26 strategies, 45 accountable partners, and more than 100 public and private agencies engaged in the implementation of the plan. The goal is to make Memphis-Shelby County one of the safest communities of its size in the nation.

Shelby County Division of Community Services, which oversees the Crime Victims Center and Rape Crisis Center, is the hub of victim services for the City of Memphis and Shelby County. Any resident of Shelby County who is a victim of a crime, or anyone who becomes a victim while visiting the county, may access services through this office. Victim services include:

- Assistance filing for the Tennessee Criminal Injuries Fund
- Court accompaniment

- Crisis counseling
- Help developing a meaningful safety plan
- Help with obtaining an Order of Protection
- Help with social service needs, including screening for financial assistance

The Exchange Club Family Center is a private, nonprofit victims' services agency in Memphis, Tennessee that has been in existence for 28 years. The mission of The Exchange Club Family Center is to break the cycle of child abuse and neglect by providing prevention, intervention, educational and support services to families in an effort to replace abusive and/or violent behavior with effective parenting skills.

Memphis Area Women's Council was formed in 2003 to focus on three action projects: corporal punishment, domestic violence, and the Living Wage campaign. With the help of a passionate volunteer board and linkages to community partners, MAWC unites women's voices in strategic action to change policies for Shelby County Women and Girls.

Community Alliance for the Homeless was formed in February 2010 from the merger of Partners for the Homeless (Partners) and the Greater Memphis Inter-Agency Coalition for the Homeless (GMICH). The organization is a private, non-profit entity that provides planning, technical assistance, and service coordination to public and private agencies working to end homelessness in Memphis and Shelby County.

Shelby County Office of Early Childhood and Youth coordinates programs, advises policymakers, and promotes community understanding that all children deserve to be healthy, safe, and nurtured. As an Office that does not provide any direct services, they demonstrate Shelby County Government's commitment to children and families and attract dollars from outside the community for strategic placement of those dollars.

Safeways collaborates with law enforcement, property managers, and social service providers to promote improved community safety and quality of life in Memphis apartment communities. Their work is done through research, data analysis, environmental and place-management interventions, education and training, community-building and relationship-building. Safeways Certified Properties receive crime suppression support, advocacy, and technical assistance to promote crime prevention and resident safety.

#### Shelby County District Attorney's Office

The office of the Shelby County District Attorney Amy Weirich seeks to prosecute criminals through General Sessions Court, Juvenile Court and special investigations conducted by special prosecution offices for domestic violence, DUI, gangs and narcotics. The office also seeks to prevent crime through various initiatives such as drug dealer eviction and clearing out nuisance properties.

Memphis Police Department is led by Chief Michael Rallings and has a goal to create and maintain an overall environment for public safety for the City of Memphis. Their vision is for

Memphis to be recognized for zero tolerance for crime as well as its compassion and responsiveness to the needs, rights and expectations of all its citizens. The Memphis Police Department continues to make great progress in providing safe environments for the citizens of Memphis, while developing strong partnerships within the community.

## **II. HISTORY OF RELATIONSHIP**

Located in Memphis/Shelby County, Tennessee, Agape and its partners have developed collaborative relationships over the past 16 years to respond to the immense needs of individuals who are abused and often homeless. These key collaborative partners have participated together in community innovations, crisis intervention, advocacy, and initiatives. Each partnering agency brings a particular expertise to the program thereby allowing them to assist families to simultaneously work on a myriad of complex needs.

Since FY2011, Agape has successfully implemented an OVW Transitional Housing Grant Program in partnership with the organizations participating in this MOU. Through the coordination of Agape, all partners have agreed to continue the collaboration to more effectively address the specific needs of victims of sexual assault, domestic violence, dating violence and stalking.

Agape's history of collaboration with each of its partners is as follows:

Family Safety Center of Memphis and Shelby County (FSC). by locating the core services of partner agencies, FSC is more effectively able to serve the hurting families of Memphis and Shelby County who are caught up in the trauma of domestic violence. FSC provides assistance to the victims by helping them navigate through the many services available to them. Ultimately, FSC strives to reduce incidents of domestic violence and strengthen families in Memphis and Shelby County. FSC has staff with a history of working with Agape and its Powerlines Community Network initiative, as well as Agape's Families in Transition (FIT) program, which has served victims of domestic and family violence who became homeless. These victims are served through Agape's transitional housing and supportive services model. The Family Safety Center is also a collaborative partner on the OVW Transitional Housing Program.

Memphis Shelby County Crime Commission spearheading Operation: Safe Community and Agape have worked together since 2009 through Agape's leadership of Powerlines Community Network addressing victims of domestic violence, family violence and general victimization of those living in primarily high-risk, under-served apartment communities. This collaborative partners works to provide accessible supportive services to families while utilizing a comprehensive and systematic approach to surveillance, assessment and early identification of risk factors for crime and violent offenses. Agape is also actively involved the coordinated place-based approach will build on current gang prevention and smart policing initiatives to align schools and community- and faith-based providers into a full continuum of evidence-based services prenatal through career, and has offered Powerlines Community Network as a platform for comprehensive place-based services for residents of primarily apartment communities in Whitehaven, Hickory Hill, Raleigh, and Frayser, all being target areas for joint work together.

Shelby County Division of Community Services has worked with Agape and its partners for over ten years in the following capacities: providing advocacy, forensic examinations for rape victims, counseling, and assistance in application of victim reparations funding relative to victims of domestic and sexual violence in Memphis/Shelby County, Tennessee.

The Exchange Club Family Center and Agape have served together for over 11 years. Since 2011, the agencies have partnered on the OVW Transitional Housing Grant to refer Families in Transition (FIT) clients for domestic violence services through The Exchange Club, as they have the capacity. The Exchange Club and Agape have also partnered for eight years to provide services to youth of families at imminent risk of a child being moved into state foster care due to violence in the home.

Memphis Area Women's Council has collaborated with Agape and its partners on the OVW Transitional Housing Grant since 2011. MAWC provides advocacy, program development, data and other needed counsel for continuous quality improvement of the services provided through the Transitional Housing program.

Community Alliance for the Homeless formerly known as Partners for the Homeless has worked with Agape since 2001 to provide needed transitional housing and supportive services for homeless, pregnant women and their children in Memphis/Shelby County, funded by HUD Continuum of Care Supportive Housing Program. Additionally, the Alliance sponsors a provider network for agencies that serve homeless individuals and families as well as an Advisory Board made up of representatives of the various subpopulations of the homeless. The Board provides leadership in the development of service provider educational programs and practices. Agape has provided key leadership in these activities through Teresa Franklin Coordinator of FIT.

Shelby County Office of Early Childhood and Youth and Agape have worked together for over ten years in serving victimized, children, youth, and families in Memphis/Shelby County, Tennessee. The Office of Early Childhood and Youth has been heavily involved in the development and implementation of Agape's OVW Transitional Housing program since 2011. Safeways and Agape have worked together since 2011 to identify and address the issues of Memphis and Shelby County residents living in primarily high-risk, under-served apartment communities. Often, these residents are victims of domestic violence, family violence and general victimization. In response to safety concerns voiced by residents, Agape facilitated a safety related community collaboration in the Bella Vista apartments in Hickory Hill a piloted strategic safety focus with the apartment owners & management company, residents, Memphis Police Department (MPD), and Safeways in December 2015 when Bella Vista apartments was ranked as the 2nd worse crime-ridden apartment complex in Memphis/Shelby County. Ten months later, Bella Vista has dropped overall crime by 30%. Through this pilot effort, the ownership group invested in the collaboration to include the purchase 19 onsite cameras for MPD and the apartment complex to use to decrease crime and enhance safety measures at the apartment complex. Safeways provided, at no cost for a short term pilot basis, monthly data pinpointing the crime location in the complex, which directed the positioning of the increased security within the complex.

Shelby County District Attorney's Office currently works together with Agape as a partner in the place-based initiative, Powerlines Community Network, in Frayser, Whitehaven and Hickory Hill. Specifically, Agape currently is working with General Weirich through the agency's recently expanding Two Generation model in Frayser and Hickory Hill. Through the DA's office, Agape is also collaborating with the pilot Community Prosecution model in Frayser and Old Allen Station.

Memphis Police Department (MPD) has a longstanding relationship with Agape, including Deputy Director Mike Ryall currently being on the Agape Board of Directors. MPD has worked with Agape through their Powerlines Community Network place-based work. MPD along with other collaborators, have piloted efforts to increase safety in high need apartment communities resulting in some significant progress in regards to safety matters. Through this collaboration, MPD continues its commitment to strategically address significant trauma matters effecting youth and families.

### **III. DEVELOPMENT OF THE FY 2017 TRANSITIONAL HOUSING APPLICATION**

All partnering agencies recognize that successful extrication of victims from a violent environment requires a strong and broad array of social services. Experience has indicated that a significant gap in current services to survivors of domestic violence and sexual assault in all their forms is the availability of affordable and safe transitional housing alternatives. All partners are committed to the creation and implementation of comprehensive, safe, suitable, affordable, accessible and sustainable transitional housing for domestic violence and sexual assault victims. The decision to seek funding from OVW under this grant opportunity and the contents of the ensuing application are the embodiment of their shared collaborative planning efforts and reflective of their commitment to implementing OVW goals in this regard for the domestic violence victims and their dependents they serve.

### **IV. ROLES AND RESPONSIBILITIES OF PARTNERS**

The roles and responsibilities are hereby agreed by and between the partners as follows:

Agape Child & Family Services is the victims service provider and lead applicant responsible for program implementation, day-to-day operations, program evaluation, financial management and reporting to OVW, partners, and the community. The Project Director (overseen by the Executive Director and Director of Operations) will conduct a minimum of monthly communications and quarterly project meetings with partners to ensure that all parties are adhering to their proposed services and that all team members are informed of program progress. In addition, Agape agrees to 1) provide/coordinate transitional housing placement; and 2) ensure linkage to counseling and supportive services for individuals experiencing sexual assault, domestic violence, dating violence and stalking to assist program families in moving towards greater self-sufficiency. Agape has an intentional, strategic focus on the Two Generation approach by addressing barriers to success for families served: Early Childhood Education, Postsecondary Education and Workforce Development, Economic Supports, Health and Well Being and Social Capital. As appropriate, Agape will also make available other social services such as mental health services and access to training/education programs that focus on teaching independent living skills, pre-employment training and offer

pathways to homeownership.

Family Safety Center of Memphis and Shelby County will continue to serve as the primary resource to provide one location that effectively combines civil, criminal, health and social services for victim of family violence. Additionally, FSC will:

- Be a referral resource for transitional housing assistance through this demonstration project for victims of domestic violence, dating violence, sexual, assault and stalking.
- Ensure the following services are offered for victims of domestic and family violence through its collaborative project: Family safety planning; Domestic violence (DV) education; Assistance obtaining Orders of Protection and warrants; Counseling for survivors of DV; Counseling for children who witness DV; Safety emergency shelter/housing referrals; Civil legal services; Immigration information; Spiritual support; Child care and transportation services; Translation services; Food and transportation vouchers; Referrals to economic independence training; Law enforcement reports; Prosecution support; and Child Support Assistance
- Will be a primary partner with Agape, the Exchange Club Family Center and the other noted partners in the planning and implementation to provide enhanced and increased services for a more robust system of care with these additional funds into our community for victims of sexual assault, domestic violence, and stalking.
- The FSC Executive Director will serve on the Planning and Leadership Team to review, monitor and address on a monthly to quarterly basis the progress of goals, the collaborative's effectiveness and meeting current and future needs relative to domestic/family violence in the community.
- The FSC Program Operations Director will serve on the Programmatic/Implementation Team.

Memphis Shelby County Crime Commission will:

- Maintain participation with Agape, the Exchange Club Center and all other partners through the Family Safety Center with the aim of increasing community awareness of the facility's and accessible resource center for victims of Domestic Violence.
- Provide advocacy, program development, data and other needed counsel for continuous quality improvement of the services provided through this program.
- Continue engagement with Agape, the Exchange Club Centers and all other partners to build on neighborhood networks to deliver high quality programs and resources for youth while improving local environments for high risk youth.
- Further assist Agape, the Exchange Club Centers and all other partners in project planning and coordination of services to provide enhanced and increased services for a more robust system of care with these additional funds into our community for victims of Domestic Violence.
- Commit staff support from the Memphis Shelby Crime Commission to actively participate in the Planning & Leadership Team to review, monitor and address on a monthly to quarterly basis the progress towards stated project goals, the collaborative's effectiveness and meeting current and future needs relative to domestic/family violence in the community.

Shelby County Division of Community Services, will refer appropriate individuals and families for this planned transitional housing and supportive services demonstration project, and:

Crime Victims Center will:

- Provide advocacy, counseling, and one-to-one assistance in application of victim reparations funding. In addition, if needed, our staff can accompany victims of domestic and family violence to court proceedings in Memphis/Shelby County, Tennessee.
- Ensure that victims of domestic assaults, vandalism perpetrated by an intimate partner, and stalking meet one-to-one with a citizen's dispute counselor to assess their needs and receive referrals for social service assistance;
- Work closely with the Memphis Police Department, the Shelby County Sheriff's Office, and the Shelby County District Attorney General's office, the Citizen's Dispute Section will process the filing of warrants for misdemeanor domestic violence offenses and orders of protection in Shelby County.
- Assist in filing for the Tennessee Criminal Injuries Fund.
- Provide court accompaniment to victims of Sexual Assault, Domestic Violence, Dating Violence, and Stalking through this 3-year demonstration project.
- Provide crisis counseling in conjunction with The Exchange Club and the collaborative partners.
- Help develop a meaningful safety plan.
- Help with other needed social services, including screening for financial assistance

The Rape Crisis Center will:

- Provide advocacy, counseling, forensic examinations and prophylaxes to rape victims, one-to-one assistance in application of victims reparations funding. In addition, if needed, staff can accompany victims of sexual violence to court proceedings in Memphis/Shelby County, Tennessee.

The Aging Commission of the Mid-South will:

- Provide advocacy and one-to-one assistance to older survivors (defined as survivors of intimate partner abuse, sexual assault, dating violence, and stalking who are age 50 or older) by addressing the unique barriers to receiving assistance that these survivors face.

Anna Whalley, Crime Victim Center's Administrator, will serve on the Planning & Leadership Team to review, monitor and address on a quarterly basis the progress towards stated project goals, the collaborative's effectiveness and meeting current and future needs relative to domestic/family violence in the community.

The Exchange Club Family Center commits clinical and case management staff to the FIT model clientele, as provider of clinical child and youth programming, for families involved in family violence. We have specialized in family violence, and more specific to the Defending Childhood Initiative, working with children exposed to violence in Memphis and Shelby County. In providing direct service, expert clinical staff, we commit to working closely with Agape in their

ongoing work with victims of dating and sexual violence, domestic violence, and stalking.

Furthermore, The Exchange Club will:

- continue to work with Agape Child & Family Services through this demonstration model for the purpose of developing a larger system of transitional housing assistance and services to victims of domestic and family violence in Memphis/Shelby County through the Powerlines Community Network infrastructure and the FIT program.
- treat those appropriate individuals and families for this planned transitional housing and supportive services demonstration project. Treatment will include assessments, group and individual therapy, and educational groups.
- commit a staff person to continued participation with the Planning & Leadership as well as the Implementation Team for this 3-year demonstration grant

Jennifer Balink, Executive Director, will provide prevention, intervention, and treatment to those clients referred to us through the Transitional Housing assistance program.

Memphis Area Women's Council will:

- Provide recruitment and screening services for families of the FIT program;
- Provide advocacy, program development, data and other needed counsel for continuous quality improvement of the services provided through this program;
- Facilitate collaborative discussions and meetings to assess needs, progress, and future actions to serve this population;
- Represent the views and concerns of the victims participating in the ongoing development and implementation of this project;
- Assist in community awareness activities, recruit program families, and facilitate resource coordination with other FIT and PCN partners in target neighborhoods to provide comprehensive services for youth participating in our programs.
- Connect the Agape FIT Planning & Leadership Team and the Programmatic/Implementation Team for Transitional Housing Assistance Grants for Victims of Domestic Violence, Dating Violence, Stalking or Sexual Assault Program. (CFDA 16. 736) to the overall CCRDV efforts.
- Collaborate as needed, with staff time and resources, on aspects of wrap-around services such as possible financial literacy/DV empowerment training, peer-to-peer leadership advocacy training, etc.

Deborah Clubb, Executive Director, will participate as needed on the Agape teams which will review, monitor and address on a quarterly basis the progress towards stated project goals and the collaborative's effectiveness in meeting current and future needs relative to domestic/family violence in the community.

Community Alliance for the Homeless will:

- Provide leadership in developing and maintaining stronger partnership among agencies serving homeless victims of domestic abuse and strongly supporting collaborative service delivery strategies for this population.
- As part of implementation of the Mayors' Action Plan, develop strategies to address the needs for emergency shelter for victims of domestic violence.
- Provide a platform to educate agencies serving the homeless about the needs and



service resources for victims of sexual assault, domestic abuse, dating violence and stalking.

- Provide training and technical assistance to the applicants in the use of the Homeless Management Information System administered by the Alliance.

Cheré Bradshaw, Executive Director, will serve on the Planning & Leadership Team to develop, review, monitor and address on a quarterly basis the progress towards stated project goals, the collaboration's effectiveness and meeting current and future needs relative to domestic/family violence in the community.

Shelby County Office of Early Childhood and Youth will refer appropriate individuals and families for this planned transitional housing and supportive services demonstration project. Keisha Walker, Administrator, will serve on the Planning & Leadership Team to review, monitor and address on a quarterly basis the progress towards stated project goals, the collaboration's effectiveness and meeting current and future needs relative to domestic/family violence in the community.

Safeways will, through its current partnership with Agape and other community partners, will provide data, analysis and interventions to improve safety in common apartments being served by the Agape-led Powerlines and Safeways. In doing so, enhanced safety will be provided to domestic and family violence victims. Janine Heiner Buchanan, Managing Director will serve on the Planning & Leadership Team to review, monitor and address on a quarterly basis the progress to goals towards stated project goals, the collaboration's effectiveness and meeting current and future needs relative to domestic/family violence in the community.

Shelby County District Attorney's Office -District Attorney Amy Weirch or her designee, will serve on the Planning & Leadership Team to review, monitor and address on a quarterly basis the progress to goals towards stated project goals, the collaboration's effectiveness and meeting current and future needs relative to domestic/family violence in the community.

Memphis Police Department will continue to provide leadership to Agape as an active member of its Board of Directors. MPD will continue to work with Agape and other crime safety prevention and intervention groups to include providing off-duty MPD officers providing enhanced safety.

## **V. ALLOCATION OF GRANT RESOURCES AMONG PARTNERING AGENCIES**

Accordingly, all partners agree to the following:

Agape Child & Family Services will receive an allocation of \$296,000 from the OVW Transitional Housing grant to attend the OVW Mandated Training and Technical Assistance and provide financial management, program oversight, administrative support, program reporting and facilitation of families (case management, housing assistance and access to supportive services).

Family Safety Center of Memphis and Shelby County will receive an allocation of \$1,500 (\$500/year) for a staff representative to participate in panel discussions, workshops, or trainings related to domestic violence and sexual assault as part of Agape's annual Domestic Violence Forum. Additional services provided by FSC, as outlined above, do not require an allocation of OVW grant resources because they are within FSC's normal scope of work and are covered by other Federal, State, and Local resources.

Shelby County Division of Community Services, Crime Victims Center will receive an allocation of \$1,500 (\$500/year) for a staff representative to participate in panel discussions, workshops, or trainings related to domestic violence and sexual assault as part of Agape's annual Domestic Violence Forum. Additional services provided by the Center, as outlined above, do not require an allocation of OVW grant resources because they are within the Center's normal scope of work and are covered by other Federal, State, and Local resources.

The Exchange Club Family Center will receive \$45,000 (\$15,000/year) to provide psychological assessments, develop safety plans, lead a 9-week group counseling program, offer one-on-one counseling, and staff an on-site Earned Benefits Counselor to assist program families. Additionally, the Exchange Club will accept referrals to its off-site services, such as parenting education and anger management classes, financial education, and transportation and employment assistance.

Memphis Area Women's Council will receive an allocation of \$1,500 (\$500/year) for a staff representative to participate in panel discussions, workshops, or trainings related to domestic violence and sexual assault as part of Agape's annual Domestic Violence Forum. Additional services provided by the Council, as outlined above, do not require an allocation of OVW grant resources because they are within the Council's normal scope of work and are covered by other Federal, State, and Local resources.

Shelby County District Attorney's Office will receive an allocation of \$1,500 (\$500/year) for a staff representative to participate in panel discussions, workshops, or trainings related to domestic violence and sexual assault as part of Agape's annual Domestic Violence Forum. Additional services provided by the DA's Office, as outlined above, do not require an allocation of OVW grant resources because they are within the DA's normal scope of work and are covered by other Federal, State, and Local resources.

Service provided by Community Alliance for the Homeless, Memphis Shelby County Crime Commission, Shelby County Office of Early Childhood and Youth, Safeways, and Memphis Police Department, as outlined above, do not require an allocation of OVW grant resources because they are within the organizations' normal scope of work and are covered by other Federal, State, and Local resources.

## **VI. COMMITMENT TO PARTNERSHIP**

The agencies may jointly terminate this MOU by unanimous action at any time. Any agency shall have the authority to terminate its participation for its convenience upon thirty (30) days prior written notice to the Executive Director of Agape Child & Family Services. However, the withdrawal of less than all of the agencies shall not act as a termination of the MOU or the

responsibilities of the remaining agencies in accordance with the terms of the MOU.

We, the undersigned, have read and agree to this memorandum of understanding. We have all reviewed the proposed project and budget and approve them. By signing below, all partners demonstrate a commitment to work together to achieve the stated project goals and to sustain the project once grant funds are no longer available.

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David Jordan, Executive Director  
Agape Child & Family Services

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